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| <Chief Officers> | |
| CEO (Executive) /CWO (Wellness) | Okawa Kazushi |
| COO (Operating) / CSO(Sustainability) | Santo Masaji |
| CFO (Financial) | Tarutani Koji |
| CCO (Compliance) / CHRO(Human Resources) | Wada Shuichi |
| CDO (Digital) | Kumagai Masaki |

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| Board of Directors | Audit & Supervisory Committee |
| Chairman & CEO | |
| President & COO | Assistant to President Iuchi Setsuo |
| Executive Committee | |

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| Officer in Charge | |
| Business process innovation | Tarutani Koji |
| Business process innovation | Wada Shuichi |
| Hydrogen business/Intelligence | Iuchi Setsuo |
| Person responsible for SQEI Maeda Yasuyuki | |

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|--------------------------------------|-------------------|--------------------|
| Strategy & Risk Integration Division | Division Director | Hasegawa Fuminori |
| | Deputy DD | Kobayashi Naoki |
| | Assistant DD | Kiso Toshihiro |
| | Assistant DD | Toshima Yuji |
| | Assistant DD | Horiguchi Munetaka |
| | Assistant DD | Kawaguchi Akiko |
| Corporate Planning Department | | |
| Project Management Department | | |
| Legal Department | | |

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| Internal Audit Department |
| SQEI Department |

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| HR & General Affairs Division | Division Director | Wada Shuichi |
| | Deputy DD | Maeda Yasuyuki |
| | Assistant DD | Sugimura Takayuki |
| | Assistant DD | "Kawaguchi Akiko" |
| Corporate Services Department | | |
| Human Resources Development Department | | |

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| Finance & Accounting Division | Division Director | Tarutani Koji |
| | Assistant DD | Tsusaka Makoto |
| Accounting Department | | |
| Finance Department | | |

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| Technology & Engineering Division | Division Director | Momose Toshiya |
| | Deputy DD | Oishi Masaaki |
| | Deputy DD | Saito Toshiaki |
| | Assistant DD | Furugori Toshiaki |
| | Assistant DD | Kariya Toshiyuki |
| | Assistant DD | "Kobayashi Naoki" |
| Engineering Support Department | | |
| Engineering Operation & Administration Department | | |
| Gas & LNG Process Engineering Department | | |
| Refinery Petrochem & New Energy Process Eng. Department | | |
| System Engineering Department | | |
| Engineering Safety, Fire and Environment Department | | |
| Mechanical Engineering Department | | |
| Control System Engineering Department | | |
| Electrical System & Smart Grid Engineering Department | | |
| Piping Engineering Department | | |
| Civil Engineering Department | | |

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| Project Procurement & Logistics Division | Division Director | Suzuki Hidehiko |
| | Assistant DD | Oki Eisuke |
| Administration Department | | |
| Procurement Department | | |
| Inspection & Quality Control Department | | |

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| Frontier Business Division | Division Director | Hirata Tomonori |
| | Deputy DD | Morimoto Takakazu |
| | Assistant DD | Sakurai Kimiho |
| | Assistant DD | "Sento Takeyuki" |
| Operation Management Department | | |
| Hydrogen Supply Chain Development Department | | |
| Business Innovation Department | | |
| Life Science Business Department | | |
| Space Business Department | | |
| Technology Development Department | | |
| Corporate Transformation Department | | |

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| Digital Transformation Division | Division Director | Kumagai Masaki |
| | Deputy DD | Toyokawa Shun |
| | Assistant DD | Otsuki Koji |
| | Assistant DD | Ikawa Shizuka |
| | Assistant DD | Ito Hiromitsu |
| Operation Management Department | | |
| Digital Products Planning & Marketing Department | | |
| Digital Products Department | | |
| Digital EPC/AWP Transformation Department | | |
| IT Management Department | | |

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| Business Development Division | Division Director | Matsui Hideo |
| | Deputy DD | Yokota Yasuo |
| | Deputy DD | "Jogan Katsuhiko" |
| | Assistant DD | "Horiguchi Munetaka" |
| | Assistant DD | Takahashi Toshiyuki |
| | Assistant DD | Ito Toshiyuki |
| Operation Management Department | | |
| Business Development Department 1 | | |
| Business Development Department 2 | | |
| Business Development Department 3 | | |

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| Energy Business Operations | Business Operations Director | Shimizu Hiroyuki |
| Energy Project Operations Division | | |
| | Division Director | "Shimizu Hiroyuki" |
| | Deputy DD | Fujiwara Masakazu |
| Operation Management Department | | |
| Global Portfolio & Strategy Development Department | | |
| GAS & LNG Project Department | | |
| International Downstream Project Department | | |
| Construction Division | | |
| | Division Director | Naito Takayuki |
| | Deputy DD | Ikenaga Hirokazu |
| | Assistant DD | Nomura Makoto |
| Construction and Data Management Department | | |
| Construction Planning & Operation Department | | |
| Construction Estimation & Subcontract Department | | |
| Commissioning Department | | |

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| Global Environment & Green Energy Business Operations | Business Operations Director | Matsuoka Norimasa |
| Global Environment & Green Energy Project Division | | |
| | Division Director | Konno Tetsuya |
| | Deputy DD | Kunihiro Junichi |
| | Assistant DD | Ishiguro Kenichi |
| Operation Management Department | | |
| Global Environment & Green Energy EPC Support Department | | |
| Downstream & Chemical Project Department | | |
| Power & Green Energy System Project Department | | |
| Green Infrastructure Project Department | | |
| Pharmaceutical Industries Project Department | | |
| Metals & Mining Project Department | | |
| ChAS Project Department | | |